

CDCR - Office of Workforce Planning



CDCR Strategic Plan

- **Strategic Plan Statement of Need:**

We value our workforce. It is only through the dedication of a qualified workforce that the Department can achieve its goals. It is imperative, therefore, that we recruit, select, develop, and retain employees who are both motivated and dedicated with a desire to serve and protect the public. It is critical that the Department provide our employees with the tools, resources, and leadership needed to perform their jobs with confidence, competence, and with the highest ethical standards.

- **Goal 1: Workforce Excellence** – Ensure a well-trained qualified workforce

- **Strategy 1.1.4:** Establish a comprehensive employee succession plan.



What is Workforce Planning?



- Workforce planning is one of the most important issues that human resources professionals are talking about today. Workforce Planning is a systematic process for identifying the human resources required to meet organizational direction and goals and developing strategies to meet those requirements.
- Workforce Planning provides the process of identifying and developing CDCR's present and future workforce. This includes identifying resource needs and implementing recruitment strategies to attract, hire and retain the resources needed to ensure CDCR has "***the right people with the right skills in the right place at the right time.***"



Where Do We Get the Data?

- Gap analysis is the process of comparing the workforce supply projection to the workforce demand forecast. Gap analysis is completed bi annually for the timeframes of July-Dec and Jan-Jun. The following reports are used to conduct gap analysis:
 - **SCO MIRS**
 - Vacancy
 - Permanent Separations
 - AO1, AO2, & A30 Appointments
 - Retirement Projections for 5 FYs and Anomalies for current FY
 - **CAL-Pers Retirement Trend Averages (as of FY 06/07):**
 - State Industrial (Tier 1) – 20.8 years state service, age 60
 - State Safety – 21.3 years state service, age 59
 - State Police and Fire Fighters – 21.0 years state service, age 55
 - Once gap analysis has been completed the data is used to determine critical classifications (has a gap of 20% or more), priorities and timelines for succession.
- The reports referenced above contain the data for SMP to calculate information regarding CDCR's workforce.



Why Workforce Planning

- Every 7 seconds someone turns 50 years of age.
- Today there are 8 workers to one retiree. Within 10 years there will be 2 workers to each retiree.
- For approximately 12 years there will be a 24% gap between the number of available employees and the number of jobs.
- 46.3% of all public sector workers are 45 or older.
- The percentage of younger workers (35 and under) in public sector is 27.3% compared to 43.2% in private sector.



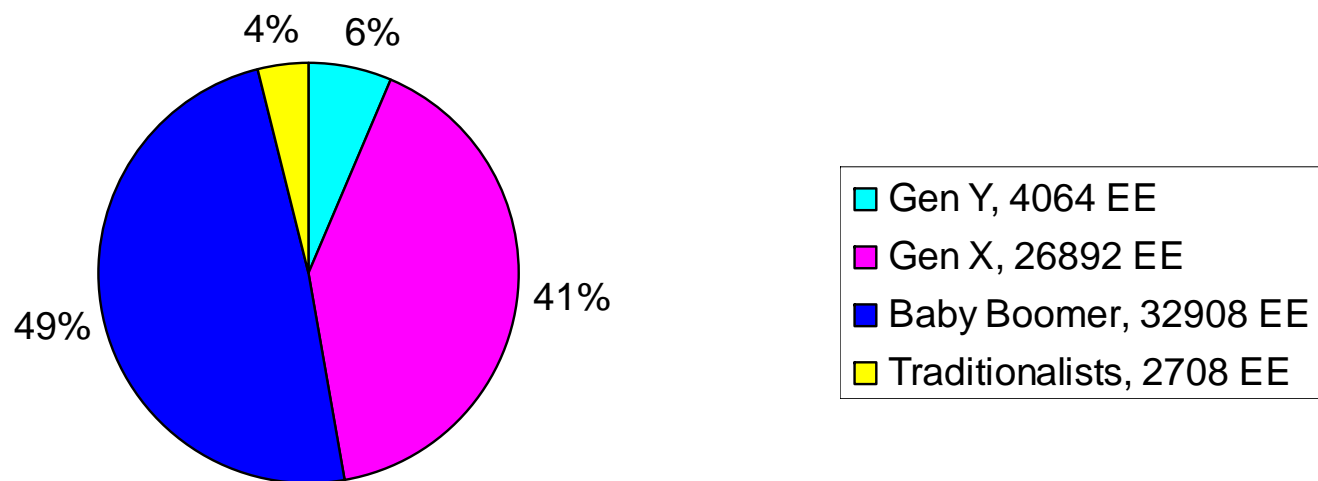
Why Workforce Planning (Cont'd)

- For the first time in history there are four generations of workers in the workplace.
 - **Generation Y** (8-26) – 1981-1999 – 78 million
 - **Generation X** (27-42) – 1965 -1980 – 46 million
 - **Baby Boomers** (43-61) – 1946-1964 – 77 million
 - **Traditionalists** (62+) – 1900-1945 – 31 million

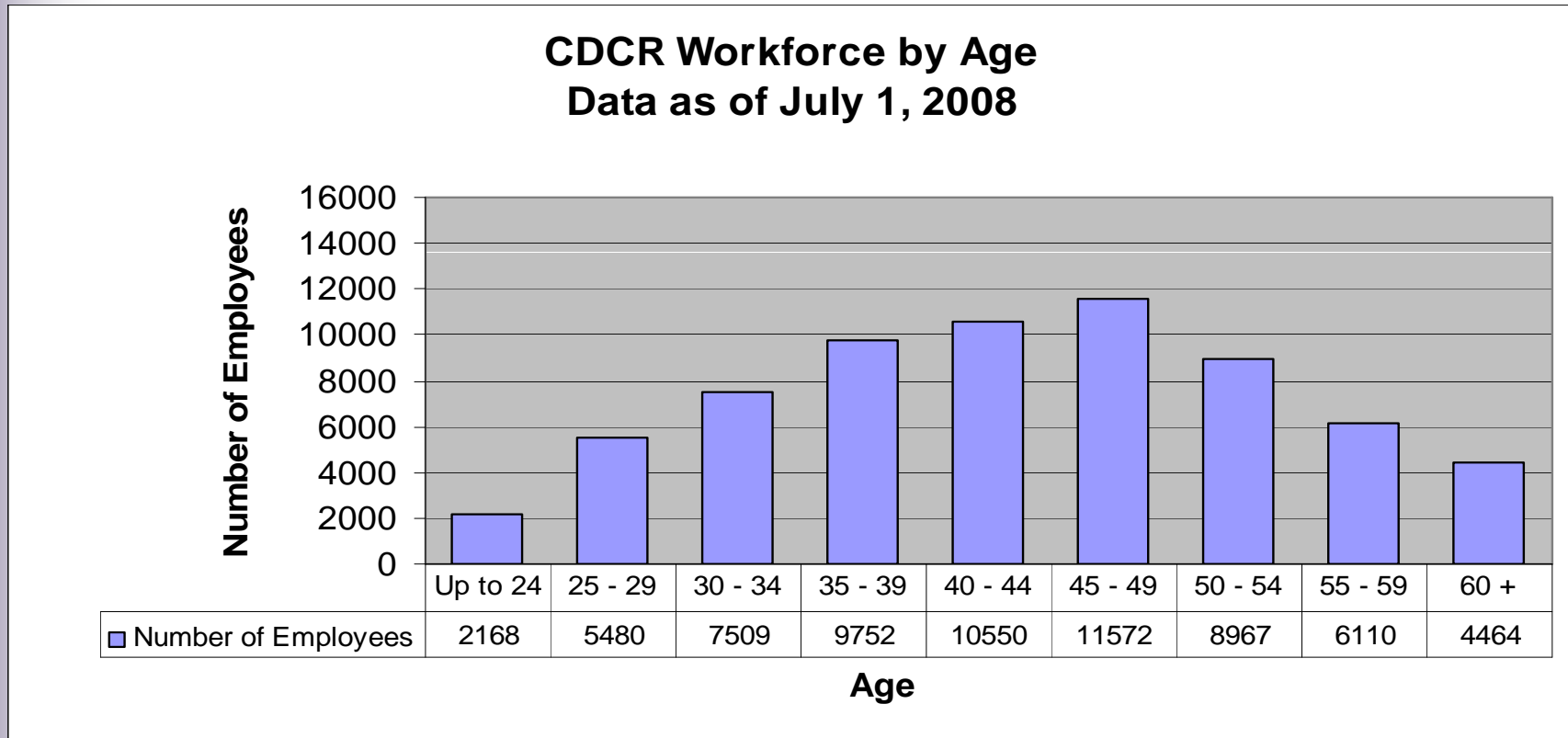


Why Workforce Planning (Cont'd)

CDCR's Four Generations

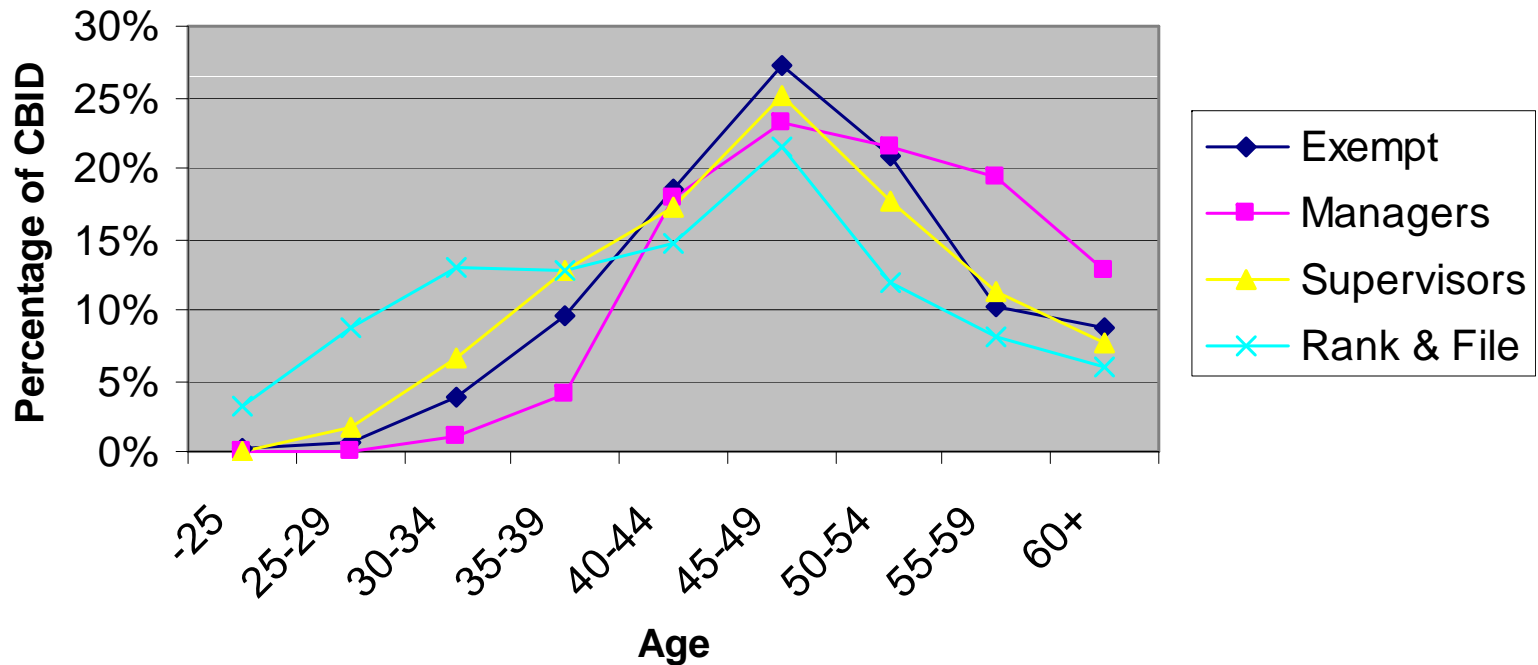


CDCR Workforce by Age



CDCR's Workforce

CDCR Workforce by Age and CBID
Data as of July 1, 2008



CDCR Workforce Development

- **Succession Management Planning (SMP)**
 - **SMP develops the systems and processes by which leaders ensure they have a ready and sustainable supply of the right leaders in the right place at the right time.**
 - Determine succession risk
 - Assist the department to identify successors
 - Provide the department assessment tools for successors
 - Assist the department to build, execute and track development plans
 - Assist the department to create pool of “ready to go” successors
 - You know *who* they are
 - You know *what* they’ll need to do
 - You know *when* they’ll be needed
 - You know *where* they’ll be needed
 - You know they will be *ready*



Who is Responsible for Workforce Planning/Talent Management

- CDCR Executive Management
- CDCR Managers and Supervisors
- Office of Workforce Planning
 - Succession Management Planning Unit
 - Recruitment Services Section
- Office of Training and Professional Development



What is CDCR Doing?

- **Recruitment**
 - Job fairs
 - Conferences
 - Hiring workshops
 - Advertisements
 - Job growth opportunities
 - New employee survey
- **Office of Selection Services**
 - Over 20 on-line exams
 - SSA Transfer Exam
 - Open SPB SSA exam
 - Over 80 open continuous exams
- **Office of Training and Professional Development**
 - Provides CDCR focused training and staff development programs
 - E-Learning
 - Field training
 - Headquarters' training
- **Promotes Upward Mobility**

Creating the Employer of Choice



What is CDCR Doing? (cont'd)

- **Workforce Development**
 - New employee orientation
 - Professional Management Development
 - Basic Supervision
 - Advanced Supervision
 - Advanced academies
- **Recognition**
 - Safety Awards
 - Employee Recognition Program
 - State Merit Award Program
- **Leadership Development Program**
 - 360 Degree leadership assessments
 - Innovative learning models
 - Experiential activities
 - Alumni networking
- **Staff Development**
 - Basic academies
 - Element K (on-line training)
 - Work Smart
 - On site community college
 - Career development plans



Creating the Employer of Choice

CDCR SMP – Where are we going?

PRESENT

- Critical skill sets and competencies undefined
- No clear or consistent talent review processes
- Little emphasis on development
- Managers evaluated primarily on performance
- Process not as open or transparent
- Less organizational discussion of talent

FUTURE

- Development of leadership and managerial competencies
- Formal talent reviews
- Summary of talent information to identify succession risks, succession readiness, retirement trends
- Creation of development programs
- Individual development plans, coaching and monitoring of plans
- Formal review, evaluation of development plans

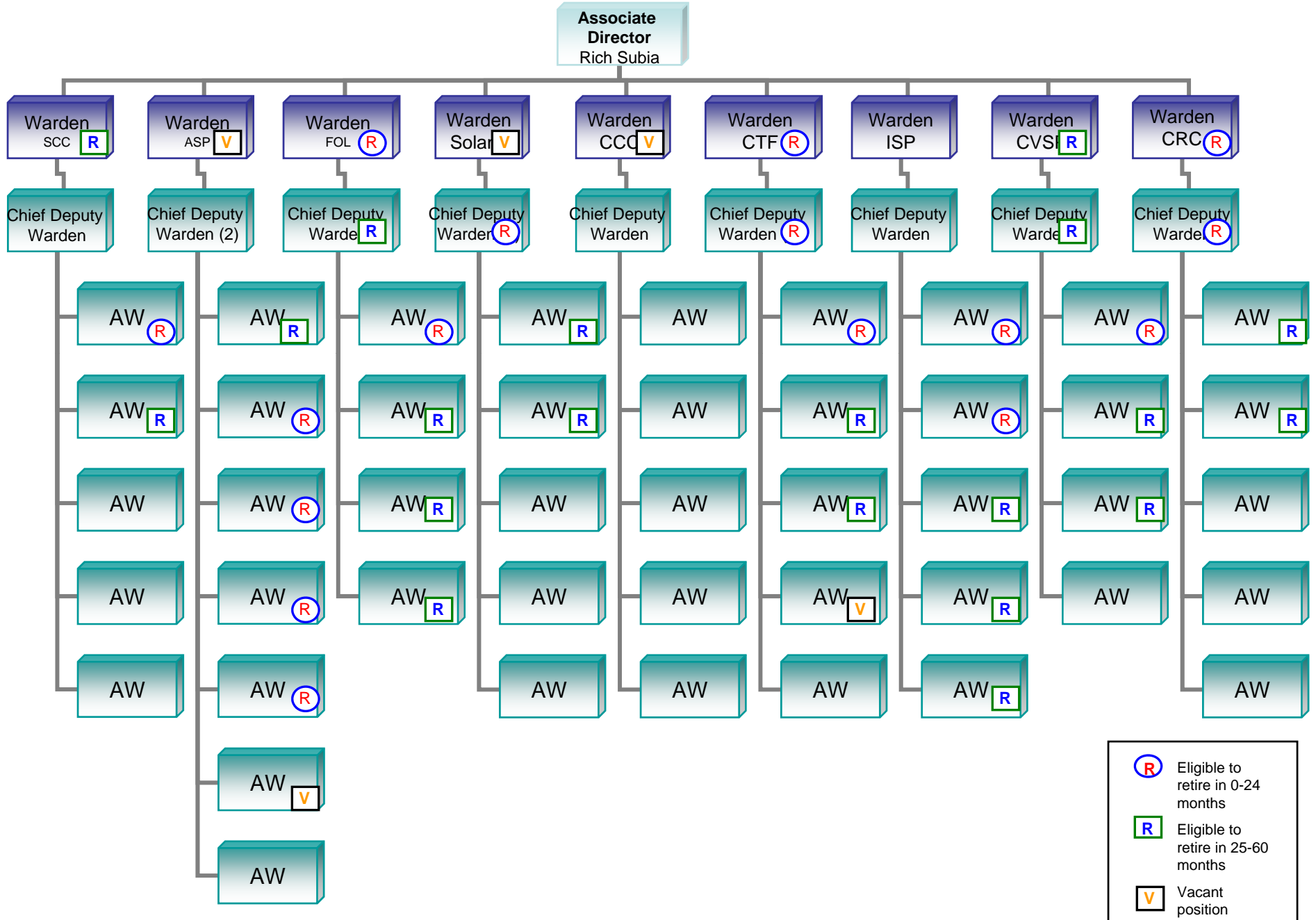


You know ***when*** and ***where*** they will be needed

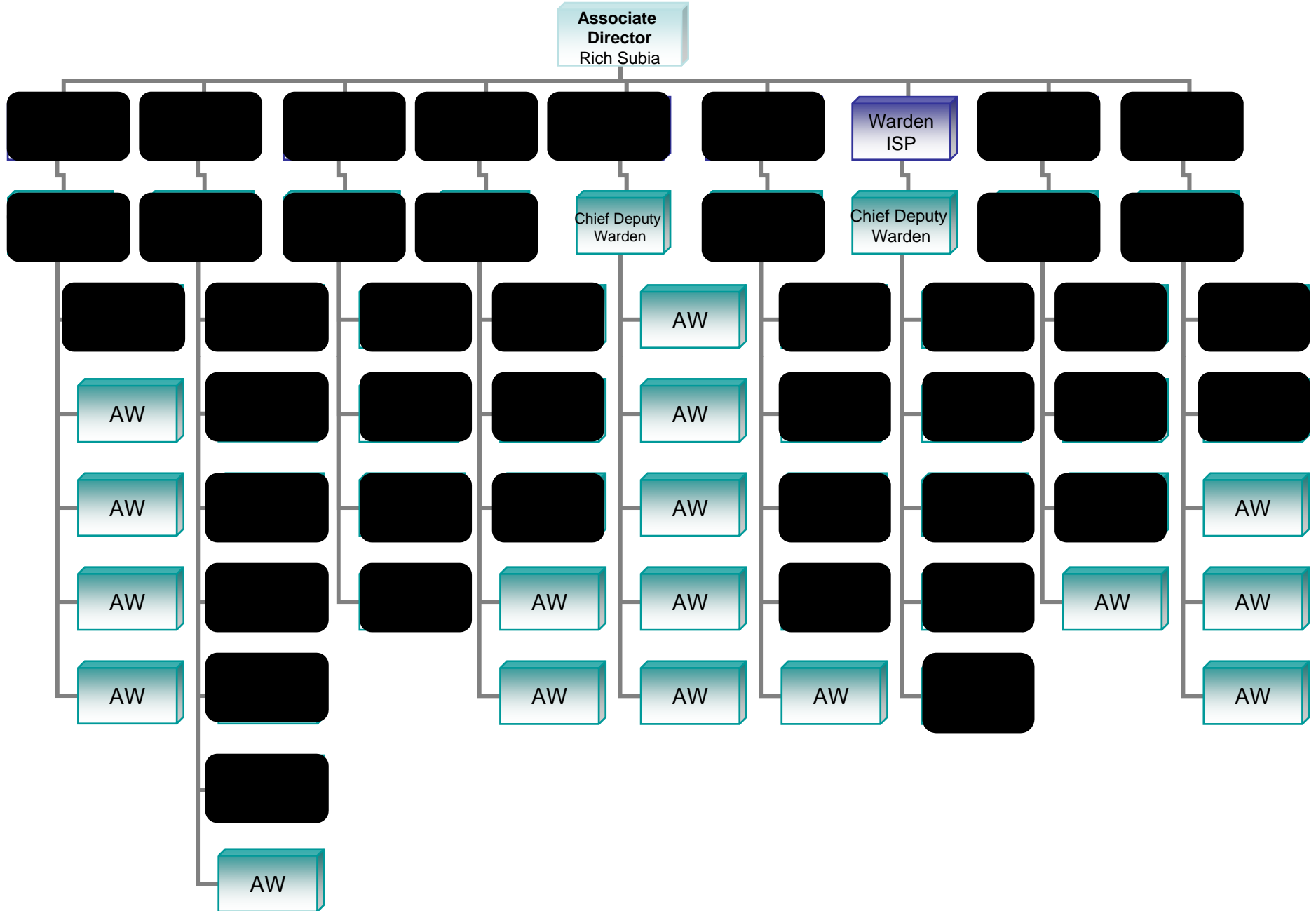
- Identify critical classifications
 - Assessed by Gap Analysis: Gap Analysis is the process of comparing the current workforce supply against the workforce demand projection. The result is the identification of gaps and surpluses in staffing levels needed to carry out functional requirements of CDCR.
 - Determine succession risk by forecasting retirement trends
- SMP Phase I Plan
 - Eligible to retire in the next five years:
 - **72% of Wardens**
 - **55% of Chief Deputy Wardens**
 - **41% of Associate Wardens**



General Population Levels II & III Data as of July 1, 2008



General Population Levels II & III Data as of July 1, 2008



You know ***who*** they are and ***what*** they need to do

Identify succession candidates

- **Management Recommendations**

- **Create Succession Profiles:**

Work history	Ability to relocate
Education	Career goals
Eligible to retire	Training

- **Succession Readiness:**

- 9 Box Evaluation
- 360 Degree Review based on core competencies

- **Categories of Readiness:**



Ready to Go



High Potential



High Performer



Emerging Talent



Emerging Talent



Solid Contributor



Underperformer



Contributor



On Probation



Summary



- **Analysis – Supply and Demand**
 - Identify critical classifications – gap analysis
 - Determine succession risk
- **Identify Successors**
 - Succession Profiles
- **Assessment Tools**
 - 360 Degree Assessment
 - 9-Box Evaluation
- **Build and execute development plans**
 - Succession Development Plan
- **Roll out Phase One of SMP Plan**
 - Division of Adult Institutions
 - Develop and facilitate workgroup
- **Market SMP Plan to CDCR**
 - Website
 - Flyers
 - Presentations
 - Employee Resource Guide
- **SMP Plan Oversight**
 - Track, monitor and evaluate progress
 - Assist SMP liaisons
 - SMP Website Administrator

